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**THE CENTER FOR
STRATEGIC LEADERSHIP
U.S. ARMY WAR COLLEGE
CARLISLE, PENNSYLVANIA**



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CSL HOSTS MAJOR HOMELAND DEFENSE & SECURITY CONFERENCE

Professor Bert B. Tussing

Homeland Defense and Security Issues Group, CSL

In mid-November, the Center for Strategic Leadership (CSL) was joined by its partners in sponsoring the *Consortium for Homeland Defense and Security in America*, a major symposium that has occurred annually since 2005.

This year the consortium, consisting of CSL, George Washington University's Homeland Security Policy Institute (HSPI), the Center for Strategic and International Studies (CSIS), and the Heritage Foundation, brought together subject matter experts from across the globe for a series of panel presentations entitled "Layered Defense, Ready Response." The event attracted more than 200 Homeland Defense and Security "stakeholders" from the United States, Europe and other countries. These members represented federal, state and local government, as well as military, private sector, academic institutions and major "think-tanks."

The keynote address by Dr. Paul N. Stockton, Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, set the tone for the conference early, outlining cooperative initiatives underway between federal, state and local governments in preparing for and responding to disasters; and challenging participants to explore new venues for achieving unity of effort in those endeavors.

This discussion was carried forward by four panels, each of which focused on an important and relevant topic regarding Homeland Defense and Security.

The highly qualified panelists offered presentations on insights toward achieving integration of both civil and military components, intergovernmental efforts in securing and defending the homeland, security concerns encountered in today's maritime environment, current security measures in both our ports and waterways, national and international perspectives in combating violent extremism, and the need to build a National Preparedness Framework to accompany the existing National Response Framework.

In addition to the panels, participants at the forum were treated to a presentation by Major General Yair Golan, General Officer in Command of the Israeli Defense Force Homefront Command (HFC). Golan, a 1997 USAWC graduate, shared the perspectives of the HFC in coordinating civil and military emergency services in times of war. Born out of necessity following the Iraqi Scud missile attacks against Israel in the first Gulf War, the HFC is dedicated to protecting the civilian population from those kinds of attacks, as well as the possibility of a non-conventional war.

In closing comments, Prof. Tussing reminded the assembly to be restrained in their expectations of the government. Likewise, however, he opined that the federal government should be occasionally restrained in its expectations of its partners in the homeland security enterprise. He suggested that the federal government's role should be more towards providing "templates than mandates," among stakeholders that include government and non-governmental organizations, the private sector, and the individual citizen. More information on the conference, as well as audio and video recordings of the conference, may be found at <http://www>.

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USAWC AND UNIVERSITY OF KENTUCKY EDUCATE TOMORROW'S DIPLOMATS

Colonel Samuel White, Jr
Operations and Gaming Division, CSL

A capable diplomatic corps is a key component of the 2010 National Security Strategy (NSS). In his introduction to the NSS, President Obama states, “Our Armed Forces will always be a cornerstone of our security, but they must be complemented. Our security also depends on diplomats who can act in every corner of the world, from grand capitals to dangerous outposts...”

The education and development of future diplomats is the focus of a partnership between the Center for Strategic Leadership (CSL) at the U.S. Army War College and the University of Kentucky's (UK) Patterson School of Diplomacy and International Commerce. In the initial partnership event, five members of CSL traveled to Lexington, Kentucky to conduct a strategic-level negotiations exercise for the 75 Patterson School graduate students. The International Strategic Crisis Negotiation Exercise, or ISCNE, is an experiential learning event that allows students preparing for careers in the foreign service, public policy, and both international relations and commerce to learn and hone their diplomatic and negotiation skills.

The ISCNE is set in the year 2020 against the backdrop of a United Nations Summit. The summit has been called to attempt to break the almost three decade-old frozen conflict involving Nagorno-Karabakh in the South Caucasus region. Each of the 75 participating students role-played members of a diplomatic mission on one of seven country-teams invited to the summit. The teams were charged by their governments with negotiating an advantageous solution – each team had its own instructions and national interests.

Each student team had a team mentor, a senior faculty member or other expert who observed the team and provided coaching, teaching and feedback. The mentors are the key ingredient to a successful learning experience for the students by bringing experience and insight to each team, making the learning experience richer and more realistic. Besides providing several mentors for the student teams, members of CSL's Operations and Gaming Division also provided a control cell to manage the details of the exercise.

The ISCNE proved an ideal exercise to broaden the perspective and experience base of future members of the Foreign Service. Patterson School Director, Ambassador Carey Cavanaugh, said “the partnership will expose University of Kentucky students to state of the art leadership training developed by some of the nation's best ‘gamers’ and strategists. The ISCNE illuminates and reinforces many of the key concepts of policymaking, diplomacy, negotiation and strategy development.”

Ambassador Cavanaugh noted the Army War College and the Patterson School both trace their origins to the 1898 Spanish-American War. After the conflict, Secretary of War Elihu Root called for greater professional military education to avoid past mistakes and UK's first President James Patterson underscored the need for a new school to prepare a civilian cadre ready and able to advance the America's growing diplomatic and commercial interests. He stressed, “UK is proud the Army War College added Kentucky to its short list of partners for this extraordinary experiential educational opportunity.”

The ISCNE began eight years ago as a joint effort between the USAWC and The Institute for the Study of Diplomacy (ISD) at Georgetown University. The ISD was seeking an educational exercise for graduate students involved in the study of security affairs, foreign service, and regional issues. Since 1998, CSL had been conducting an international coalition building and negotiation exercise for the USAWC International Fellows.

This exercise, with some modifications, was reworked and became the ISCNE. The exercise has been conducted through similar partnerships with Princeton University's Woodrow Wilson School for Public and International Affairs, and The Bush School of Government and Public Service at Texas A&M University. In 2011, the exercise will expand to the Student Conference on National Affairs (SCONA) at Texas A&M University, and The Lyndon B. Johnson School of Public Affairs at The University of Texas.

The ISCNE is a component of the U.S. Army War College's outreach program. Through this program, the USAWC builds long-term partnerships with like-minded institutions; institutions which share the same educational, enrichment and outreach objectives and who focus on developing strategic leaders and decision makers. Partnering with these institutions begins a relationship that will allow each to leverage the other's strengths in future projects. Additionally, the War College's interaction with students at select institutions serves to expose and familiarize future interagency professionals to the Army.

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ARMY SUSTAINABILITY AND ENVIRONMENTAL SECURITY ROUNDTABLE

Dr. Jim Hartman
Operations and Gaming Division, CSL

The concept of sustainability is a powerful management tool that is being used successfully by the Army to more efficiently allocate resources on installations, and as an enabler of combat deployed forces overseas reducing risk to soldiers and stabilizing weak nation states facing the emerging challenge of competition over scarce resources. Its broader application in support of U.S. national security objectives and cooperation between Army leadership and other centers of expertise in sustainability were the topics of a one day roundtable conducted at the U.S. Army War College's Center for Strategic Leadership on 16 November, 2010

Participating in this roundtable were the Assistant Secretary of the Army (Installations, Energy and Environment) the Honorable Katherine Hammack, and the Deputy Assistant Secretary of the Army (Energy and Partnerships) Richard Kidd, and a group of senior leaders in sustainability from academia, the interagency community, and a non-governmental organization.

The purpose of this high-level roundtable was to bring together a diverse yet influential group of policy players in sustainability and environmental security to create a network of sustainability centers to support the Army's sustainability program. Participants at the roundtable provided an overview of their organization's approach to sustainability, delineated how sustainability is integrated into their overarching organizational strategic and national security initiatives, and identified core principles and practices of their respective programs.

Unsustainable practices worldwide are adversely changing conditions in meteorology, potable water availability, sea levels, crop and fish yields, disease vectors, and species survival rates. This increases the potential for regional instability, failed states, resource conflict, and the deployment of U.S. combat forces.

Beyond optimizing scarce resources, sustainability education and training provides leaders with skill sets to protect the land base necessary for realistic training, and to reduce Soldiers' risk in combat operations. The competencies of the Roundtable participants are uniquely suited for educating both current and future leaders at the strategic level. Key components of senior level education could include: 1) an overview and mastery of systems based approaches; 2) sustaining realistic training areas; 3) climate change adaptation; 4) environmental security; and, 5) net zero energy, water, and waste strategies. Education can be conveyed through various vehicles to include classroom, virtual or online modules, lectures, workshops, and primers.

STRATEGIC LEADERSHIP IN THE SERBIAN MILITARY

*Professor B. F. Griffard and
Colonel (Ret.) James W. Shufelt, Jr.
Center for Strategic Leadership*

Today, in the States of the former Yugoslavia, national security teams are wrestling with the challenges of parallel political and military transformations. These countries have opted to align their futures with the West and the European Community. Whether NATO members, candidate members, or Partnership for Peace participants, they have actively sought assistance with strategic planning and professional military education.

The Serbian Armed Forces (SAF), with a well educated and professional officer corps, is proactively learning how the U.S. and other NATO militaries address common resource, planning, and interagency issues in order to modify best practices to fit the Serbian military culture. The U.S. European Command (USEUCOM) Theater Security Cooperation Plan and its employment of traveling contact teams (TCTs) provide support to the SAF's efforts to rationalize their processes with NATO systems. Partnering with USEUCOM on subjects touching on the high operational and strategic arenas, the U.S. Army War College (USAWC) worked extensively with the SAF. The latest SAF-USAWC collaboration addressed Strategic Leadership and was executed in Belgrade, December 6-10, 2010. Professor Bernard F. Griffard and Colonel (Retired) James W. Shufelt from the USAWC's Center for Strategic Leadership (CSL) discussed



the roles of Strategic Leaders and of Strategic Leadership in the national defense planning process.

Using the U.S. Army's parameters for defining strategic leaders, the team illustrated the key differentiators between leaders in strategic positions, those who plan and recommend; and strategic leaders, those who have the responsibility for large organizations and the authority to allocate resources. To illustrate complexity of strategic leadership, they used the Joint Strategic Planning System, the process that enables the Chairman of the Joint Chiefs of Staff to carry out assessment, advisory, directive, and execution responsibilities. Following these information presentations the SAF planners participated in a Role of Leadership in the Strategic Planning, Capabilities Assessment, and Oversight practical exercise (PE) which demonstrated how the assess, advise, direct and execute functions are institutionalized within the SAF general staff processes.

Stewardship of scarce resources is a responsibility of all strategic leaders. To illustrate how the U.S. military's strategic leaders accomplish this stewardship the TCT reviewed the development, acquisition, and resourcing legs of the U.S. Defense Department's capabilities management system. Following these discussions, a PE was employed to reinforce the education objectives and allowed the participants to identify the development, acquisition, and resourcing requirements necessary to execute a hypothetical future scenario requiring deployment of Serbian forces for a UN Peacekeeping mission.

The States of the former Yugoslavia are transforming into effective military organizations that can respond to their separate national security requirements. As their operating environments expand, developing military strategic leaders who can successfully lead and manage change will become increasingly important. As active participants in this effort, the USAWC faculty benefits from both the association with fellow military professionals, and the opportunity to remain current in their regional specialty areas.

INCREASED CONCERN ABOUT STRATEGIC RESOURCE IMPORTS

Dr. Kent Butts

Operations and Gaming Division, CSL

All military schools addressing the Art of warfighting stress the importance of not assuming logistics will “be there.” The tendency to assume that resources sufficient to support strategic objectives will be available is not limited to war fighting. At a national level, this tendency is more pronounced and leaves the United States vulnerable to strategic initiatives of fellow economic and political competitors that make resource access a part of their geopolitical strategies. The rise of China is drawing attention to the importance of resource access to U.S. national security interests and the strategic importance of the imbalance of resource supply and demand.

While most Americans are vaguely aware that petroleum from the Middle East is important to U.S. security, few understand that the United States must import over 80% of its most important strategic minerals including chromium, cobalt, manganese, platinum group metals, alumina and the recently publicized rare earth elements. Forty four

percent of the 18 minerals on which the United States is 100% import dependent are produced in China, which recently cut off rare earth element exports to Japan in response to a territorial dispute, and reduced export quotas for rare earth’s by 35% for the first half of 2011.

During the Cold War, American vulnerability to mineral import interruption was an active part of Soviet geopolitical strategy and the Soviets cut off supplies of manganese and chromium to the United States on multiple occasions. This much-publicized resource war faded with the demise of the Soviet Union and the United States sold off most of its national defense minerals stockpile and now depends on the free market for its resource requirements. U.S. allies Japan and the European Union are similarly dependent upon resource imports.

While the world’s leading producer (approximately 95%) of the high tech essential rare earth elements, China itself is resource import dependent for its oil, minerals, and grain. Unlike the United States, China has a geopolitical strategy, and it is dedicated to securing supplies of strategically important resources. Using the \$300 billion China Development Corporation fund, China is pouring billions of dollars into resource investments

in the Middle East, South America, Australia, Canada, and Africa, where in 2008 China signed a development agreement with the struggling Democratic Republic of the Congo worth over \$9 billion. Because China views the world financial and trade systems as creations of the West, China’s “Go Out Strategy” seeks to reduce geopolitical vulnerability by seeking equity ownership of mineral producing companies and mineral deposits around the world.

CSL has partnered with the Defense Intelligence College and the U.S. Geologic Survey to conduct a series of workshops on the strategic importance of the rare earth elements. These workshops pointed out that the rare earth elements are but one of many resource vulnerabilities that import dependent countries like the United States and its allies face. Because China and India must grow their industrial economies to stay ahead of their large populations, resource scarcity and import vulnerability are issues that must inform future National Security Strategies and other U.S. strategic documents such as the QDR and the QDDR. It is time to revisit the historic relationship of resources and geopolitical power, and ensure that the United States is not left unprepared.

This and other CSL publications can be obtained free of charge online at <http://www.csl.army.mil>.

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